

Fiscal Year 06-07

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Maricopa County - Managing for Results

Strategic Planning Results

Dept Number : 750

Dept Name : Risk Management

- County Vision:** Citizens serving citizens by working collaboratively, innovatively, efficiently and effectively. We will be responsive to our customers while being fiscally prudent.
- County Mission:** The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.
- Dept. Vision:** The Risk Management Department will be recognized as a leader and relied upon for a countywide risk management philosophy and culture.
- Dept. Mission:** The mission of the Risk Management Department is to provide loss prevention and control programs and direction, insurance, environmental and claims management services to Maricopa County departments, districts and Trust members to reduce or eliminate losses.
- Dept. Goals:**
- 1) By June 30, 2007, Risk Management will have established an Enterprise Risk Management program that will include all County departments and elected officials in an effort to address areas of risk that might affect the operations of the County or citizen perceptions of County services.
Quarterly Comments:

Quarter 1	This program is being drafted.
Quarter 2	This program is ready for presentation before the County Management Team.
Quarter 3	This program was rolled out at the Management Team meeting on March 8, 2007. County Manager, David Smith, is now selecting members for the oversight Safety Policy Board.
Quarter 4	The initial meeting of the oversight Safety Policy Board was held in June 2007. A second meeting is now scheduled for July 2007.
 - 2) Risk Management will complete, by September 30, 2006, an analysis of the costs and benefits of bringing workers compensation claims adjusting work in-house.
Quarterly Comments:

Quarter 1	This analysis has been submitted.
Quarter 2	Done.
Quarter 3	Done.
Quarter 4	Done.
 - 3) By December 1, 2006, Risk Management will work with Human Resources to reach a solution to the issue of access to employee information needed to process workers' compensation and unemployment claims.
Quarterly Comments:

Quarter 1	We continue to work toward a solution.
Quarter 2	This goal has been changed to a continual goal without a completion date, due to the on-going review of information retrieval from HR. We are in the process of working on a meeting with HR regarding unemployment.

- Quarter 3** We are awaiting the appointment of a new Human Resources Director to further address this matter.
- Quarter 4** The County is considering outsourcing the Human Resources Informational System. If this is done, it will affect who we deal with to address this issue. We are advised that a decision on outsourcing will be made by the end of the calendar year 2007.

- 4) Annually, throughout the fiscal year, Risk Management will offer to County departments, districts, and Trust members', safety training, instruction, and consultations to establish and maintain a safety culture for County operations to reduce or eliminate losses.

Quarterly Comments:

- Quarter 1** We are continuously offering these services.
- Quarter 2** We continue to offer these services and programs.
- Quarter 3** We continue to offer these services and programs.
- Quarter 4** We continue to offer these services and programs. The Enterprise Risk Management program may positively influence the delivery of these services and programs.

- 5) Annually, throughout the period of any renewal for insurance coverage, Risk Management will work with the County insurance broker to obtain multiple quotes for such coverage in order to ensure that the costs to the County for coverage are competitive.

Quarterly Comments:

- Quarter 1** Presently we are working with our broker to obtain bids on medical malpractice coverage.
- Quarter 2** We continue to work with our insurance broker during all renewal periods.
- Quarter 3** We worked with our broker to obtain renewals on our general liability insurance at very favorable premium rates. We are now working on property insurance renewals.
- Quarter 4** All insurance up for renewal in the fiscal year has been renewed at very reasonable cost. Also, during this period a new insurance broker has bid on and received our business at a substantial savings over the charges in the last few years.

- 6) Annually, throughout the fiscal year, Risk Management will strive to retain experienced and valuable employees and maintain the highest level of expertise possible through strategies such as utilizing employee satisfaction surveys and internal customer satisfaction surveys to identify areas for focused improvement.

Quarterly Comments:

- Quarter 1** We have met with our staff to review the results of the employee satisfaction survey and to institute an action plan to address any issues raised in the survey. All managers maintain an open door policy to address any problems as soon as possible.
- Quarter 2** We continue to review the work loads and satisfaction to our staff to determine if adjustments are necessary.
- Quarter 3** We continue to be as proactive in this area as possible.
- Quarter 4** The employee satisfaction survey has been completed and the results were very positive for this department. We will have a follow up meeting with all employees to discuss the few areas of concern and to advance an action plan to address any negative issues.

Dept. Issues:

- 1) The County faces continued risks from its expanded services. It will be necessary to address all County risks without limiting the risks addressed to simply risks normally insured against, and with the insight of all County departments without concern for any departments' area of authority.
- 2) Presently a third party administrator adjusts Trust workers compensation claims at a significant cost to the County for this service. Considerations to bring this work in-house, however, have significant cost implications related to increased staff and office space.
- 3) The increased security regarding the handling and disclosure of employee dates of birth

and social security numbers requires alternative and cumbersome methods for obtaining such information from Human Resources, thereby creating time delays in supplying information need by the Industrial Commission and Department of Economic Security to process claims.

- 4) County departments, districts and Trust members continue to experience significant workers' compensation, auto property damage, and auto liability claims resulting in increased costs to the County and increased claims for Risk Management to process.
- 5) Numerous market factors such as natural disasters can increase costs of insurance, which affects self-insured retentions and overall costs of exposure to County departments, districts, and Trust members.
- 6) The skill, experience and expertise levels of Risk Management employees contribute to the level of satisfaction and confidence that County departments, districts, and Trust members' have in the work performed by Risk Management, which directly affects their level of acceptance and recognition of the effectiveness of claims, environmental, and safety costs and services.

Program Name: **ADMINISTRATIVE SERVICES PROGRAM**

Program Purpose: The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Key Results:

- Customer Satisfaction
- Employee Satisfaction
- Retention rate of employees one year post hire by department

Activity Name: **Budgeting Activity**

Activity Purpose: The purpose of the Budgeting Activity is to produce an annual budget request and related consultative services to department leadership so they can make informed program and budgeting decisions while staying within their approved budget.

Services that comprise the Activity:

- Appropriation Adjustments Requests
- Budget variance analyses
- Management consultations
- Position Requests
- Budget development, submission and maintenance

Activity Leader: **No Activity Leader defined**

Performance Measures:

- **RESULT:** Percentage of activities within budget at year-end

Actuals FY 2005:	Actuals FY 2006:	63.64
Anticipated FY 2007:	Mid Yr Forecast:	
Projected FY 2008:		
	Annual Result	Comments

Calculation: Total number of activities that do not exceed their revised budget allotment / total number of activities.

Data Source: Cognos

Activity **Executive Management Activity**

Name:

Activity Purpose: The purpose of the Executive Management Activity is to provide the leadership, strategic direction, and administrative support to the employees of the department so they can produce the results necessary to achieve their departmental mission.

Services that comprise the Activity:

- Administrative reports
- Citizen Board and Commission support
- Corporate initiative meetings
- Departmental policies and procedures
- Legislation research and analysis
- Public communication materials/events
- Strategic planning services
- Agenda Items
- Administrative Assistance (includes work by the Executive's staff who perform the following duties for the Executive: calendar, mail, customer services, filing, employee communication, facilities management coordination, IT coordination, Telecommunications coordination)

Activity Leader: **No Activity Leader defined**

Performance Measures:

- **EFFICIENCY:** Percentage of Departmental Costs charged to the Administrative Services Program as a Percentage of Total Departmental Expenditures

Actuals FY 2005:		Actuals FY 2006:	
Anticipated FY 2007:		Mid Yr Forecast:	
Projected FY 2008:			
	Annual Result	Comments	

Calculation: Total Administrative Services Program costs divided by Total Approved Department budget

Data Source: Advantage and Adaytum

- **RESULT:** Customer Satisfaction

Actuals FY 2005:		93	Actuals FY 2006:		100
Anticipated FY 2007:			Mid Yr Forecast:		
Projected FY 2008:					
	Annual Result		Comments		

Calculation: Percentage of customers more satisfied than dissatisfied (Data for departments serving the general population will come from the Annual Citizen Satisfaction survey administered by Research & Reporting. [# very satisfied or satisfied / # of respondents minus those with No Opinion]. Data for departments serving other county departments will come from the annual Internal Services Customer Satisfaction Survey conducted by Research & Reporting [# very satisfied or satisfied that department fulfills mission / # departments responding minus those with No Opinion].

Data Source: Research & Reporting Annual Citizen Survey, Annual Internal Services Survey

- **RESULT:** Employee Satisfaction

Actuals FY 2005:	94	Actuals FY 2006:	90
Anticipated FY 2007:		Mid Yr Forecast:	
Projected FY 2008:			
	Annual Result	Comments	

Calculation: Percentage of employees more satisfied than dissatisfied.

Data Source: Research and Reporting Annual Employee Satisfaction Survey

Activity Name: **Financial Services Activity**

Activity Purpose: The purpose of the Financial Services Activity is to provide general accounting reporting for the department management so they can meet their financial obligations and manage their financial operation in support of their mission.

Services that comprise the Activity:

- Accounts payable
- Accounts receivable
- Billings
- Capital projects accounting
- Cash receipts
- Cost allocations
- Financial analyses
- Financial/management reports
- General Fixed Assets accounting
- Grant accounting
- Journal Voucher entries
- Petty cash
- Reconciliations
- Year-end closing packages

Activity Leader: **No Activity Leader defined**

Performance Measures:

- **EFFICIENCY:** Cost of Financial Services Activity as a Percent of Total Department Expenditures

Actuals FY 2005:		Actuals FY 2006:	0.16
Anticipated FY 2007:		Mid Yr Forecast:	
Projected FY 2008:			
	Annual Result	Comments	

Calculation: FSAC total expenditures / total expenditures for the entire department

Data Source: Advantage Financial System

Activity Name: **Human Resources Activity**

Name:

Activity Purpose: The purpose of the Human Resources Activity is to provide human resources transactional and/or consultative support to department management so that they can hire, manage and retain a qualified and productive workforce.

Services that comprise the Activity:

- Employee relations
- Hiring services
- Market Study/Salary Advancement Requests
- Payroll services
- Tuition Reimbursement forms processing
- Trip Reduction / Commute Options
- Peak Performer Awards

Activity Leader: **No Activity Leader defined**

Performance Measures:

- **OUTPUTS:** Number of employee grievances by department

Actuals FY 2005:			Actuals FY 2006:		
Anticipated FY 2007:			Mid Yr Forecast:		
Projected FY 2008:					
Qrt	Result	YTD	Comments		
1	0				
2	0	0			
3	0	0			
4					

Calculation: Total grievances by department

Data Source: Employee Relations Tracking Log

- **OUTPUTS:** Number of Ombudsman referrals by department

Actuals FY 2005:			Actuals FY 2006:		
Anticipated FY 2007:			Mid Yr Forecast:		
Projected FY 2008:					
Qrt	Result	YTD	Comments		
1	0				
2	0	0			
3	0	0			
4					

Calculation: Adding total referrals that result in an "Advise and Consent" action.

Data Source: Ombudsman Tracking Log

- **RESULT:** Retention rate of employees one year post hire by department

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Actuals FY 2005:			Actuals FY 2006:		
Anticipated FY 2007:			Mid Yr Forecast:		
Projected FY 2008:					
Qrt	Result	YTD	Comments		
1	33				
2	100	66.5			
3	50	61			
4					

Calculation: The number of employees working for the County one year after hire/rehire divided by the number of new hires.

Data Source: PeopleSoft

● **RESULT:** Retention rate of employees 6 months post hire by department

Actuals FY 2005:		Actuals FY 2006:	
Anticipated FY 2007:		Mid Yr Forecast:	
Projected FY 2008:			
Qrt	Result	YTD	Comments
1	50		
2	50		
3	100		
4			

Calculation: The number of employees working for the County 6 months after hire/rehire divided by the number of new hires.

Data Source: PeopleSoft

● **RESULT:** Percent of employees satisfied with the level of training received for the job

Actuals FY 2005:		80	Actuals FY 2006:		72
Anticipated FY 2007:			Mid Yr Forecast:		
Projected FY 2008:					
	Annual Result		Comments		

Calculation: Percentage of employees more satisfied than dissatisfied with the level of training received for the job.

Data Source: Research & Reporting Employee Satisfaction Survey

● **RESULT:** Trip Reduction Survey response rates for each department

Actuals FY 2005: 0		Actuals FY 2006: 100	

Anticipated FY 2007:		Mid Yr Forecast:
Projected FY 2008:		
	Annual Result	Comments
	95	

Calculation: Number of employees who respond to the Trip Reduction survey divided by the total number of employees in the department

Data Source: Valley Metro

● **RESULT:** Percent of paychecks/paycards issued using direct deposit

Actuals FY 2005: 0		Actuals FY 2006: 0	
Anticipated FY 2007:		Mid Yr Forecast:	
Projected FY 2008:			
Qrt	Result	YTD	Comments
1	88		
2	97.78		
3	98.75		
4			

Calculation: Number of paychecks issued using direct deposit divided by the total number of paychecks issued for the department.

Data Source: PeopleSoft

Activity Name: Procurement Activity

Activity Purpose: The purpose of the Procurement Activity is to provide materials management services and technical expertise to department staff so they can effectively and efficiently obtain the services and commodities they need to fulfill their mission.

Services that comprise the Activity:

- Commodities (supplies, equipment, parts, etc.)
- Construction Services (Article 5)
- Consultation sessions
- Contract monitoring and Auditing
- P-card Support Services
- Reports (status/tracking, pricing, vendors, specs, etc.)
- Warehousing / Inventory Services

Activity Leader: No Activity Leader defined

Performance Measures:

● **RESULT:** Percentage of procurement transactions that are direct paid through Finance

Actuals FY 2005:		Actuals FY 2006: 49
Anticipated FY 2007:		Mid Yr Forecast:

Projected FY 2008:			
Qrt	Result	YTD	Comments
1	53.56		
2			
3			
4			

Calculation: The total number of Article 3-type purchases using direct pay divided by the total number of Article 3-type purchases

Data Source: Advantage

Activity Name: Risk Management Activity

Activity Purpose: The purpose of the Risk Management Activity is to provide loss prevention and claims processing for County Departments so they can reduce accident rates, losses and claims.

Services that comprise the Activity:

- Injury and accident investigations
- Injury, accident and loss forms and reports
- Loss control/compliance inspections
- Safety meetings
- Safety/Equipment training classes

Activity Leader: No Activity Leader defined

Performance Measures:

• **OUTPUTS:** # of claims opened

Actuals FY 2005: 0		Actuals FY 2006: 6	
Anticipated FY 2007:		Mid Yr Forecast:	
Projected FY 2008:			
Qrt	Result	YTD	Comments
1	3		
2	4	7	
3	3	10	
4	9	19	

Calculation: Count of claims opened in the quarter using claim date for each department excluding workers comp and unemployment.

Data Source: Risk Management Claims Division – RiskMaster and Claims Spreadsheets

• **OUTPUTS:** Injury incident rate

Actuals FY 2005: 0		Actuals FY 2006: 0	
Anticipated FY 2007:		Mid Yr Forecast:	
Projected FY 2008:			

Qrt	Result	YTD	Comments
1	0		
2	0	0	
3	0	0	
4	0	0	

Calculation: Injury incident rate = number of injuries x 200,000 / hours of exposure

Data Source: Risk Management Safety Division – Safety Report Worksheets

Program Name: Claims Resolution and Litigation Management Program

Program Purpose: The purpose of the Claims Resolution and Litigation Management Program is to provide claims disposition and litigation management services to the County so they can reduce the cost of claims and expenses.

Key Results: » % of claims closed

Activity Name: Claims and Litigation Management Services

Activity Purpose: The purpose of the Claims and Litigation Management Services Activity is to provide management of claims and lawsuits and monetary collection services to the County so they can reduce the cost of claims and expenses.

Services that comprise the Activity:

- Claims file management
- Litigation action plans
- Expense approvals and payments
- Claims investigations
- Claims/litigation settlement negotiations
- Claims consultations
- Monetary collections

Activity Leader: Claims Manager

Performance Measures:

- **DEMAND:** # of claims opened and pending

Actuals FY 2005:		Actuals FY 2006:	2104
Anticipated FY 2007:	2274	Mid Yr Forecast:	1703
Projected FY 2008:	2400		
Qrt	Result	YTD	Comments
1	1154		1035 Open as of Aug 30 plus 119 new claims for the month
2	1132	1825	995 Open as Nov 30 plus 137 new claims for the month 933 Open as of July 1 plus 892 new claims thru Dec
3	1026	2034	903 Open as of Feb 28 plus 123 new claims for the month 933 Open as of July 1 plus 1101 new claims thru Mar

4	987	2517	858 Open as of May 31 plus 129 new claims for the month 933 Open as of July 1 plus 1584 new claims thru Jun
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Calculation: All claims opened in the month and pending at the beginning of the month (pending claims are current open claims, plus closed claims in the month, minus open claims in the month) for all lines of business using claim date as the criteria, excluding workers comp and unemployment

Data Source: Riskmaster

● **OUTPUTS:** # of claims closed

Actuals FY 2005:		1406	Actuals FY 2006:	1248
Anticipated FY 2007:		1533	Mid Yr Forecast:	1492
Projected FY 2008:		1650		
Qrt	Result	YTD	Comments	
1	333			
2	557	868		
3	741	1104		
4	406	1578		

Calculation: All claims closed in the month for all lines of business, excluding workers comp and unemployment

Data Source: Riskmaster

● **EFFICIENCY:** Average cost per claim closed

Actuals FY 2005:			Actuals FY 2006:	16696.16
Anticipated FY 2007:		15000	Mid Yr Forecast:	17913.14
Projected FY 2008:		15000		
Qrt	Result	YTD	Comments	
1	19698.07			
2	10727.57	0		
3	5096.38	0		
4	19621.94	15382.72		

Calculation: Cost of the claims activity for the month divided by the number of claims closed in the month for all lines of business, excluding workers comp and unemployment (Activity cost/Output - auto calculates)

Data Source: Advantage financial system and Riskmaster

● **RESULT:** % of claims closed

Actuals FY 2005:			Actuals FY 2006:	59.31
Anticipated FY 2007:		71	Mid Yr Forecast:	68
Projected FY 2008:		68		
Qrt	Result	YTD	Comments	

1	28.86		
2	49.2	0	
3	72	0	
4	41	63	

Calculation: Divide the number of claims closed in the month for all lines of business, excluding workers comp and unemployment by the number of claims opened in the month and pending at the beginning of the month, excluding workers comp and unemployment (Output/Demand -auto calculates)

Data Source: Riskmaster

Activity Name: Workers Compensation Claims Administration

Activity Purpose: The purpose of the Workers Compensation Claims Administration Activity is to provide management and administration of the workers compensation third party administrator, claims and expenses for Maricopa County departments, districts and trust members so they can reduce the cost of claims and expenses.

Services that comprise the Activity:

- Workers compensation contract administration and services
- Claims file management oversight
- Litigation action plans oversight
- Expense approvals and payments oversight
- Claims investigation oversight
- Claim/litigation settlement negotiations oversight
- Claims consultations oversight
- Monetary collections oversight

Activity Leader: Claims Mgr.

Performance Measures:

- **DEMAND:** # of claims opened and pending

Actuals FY 2005:		Actuals FY 2006:	
Anticipated FY 2007:	1961	Mid Yr Forecast:	1284
Projected FY 2008:	1961		
Qrt	Result	YTD	Comments
1	632		529 Open as of Aug 30 plus 103 new claims for the month
2	607	1233	498 Open as of Nov 30 plus 109 new claims for the month 481 Open as of July 1 plus 752 new claims thru Dec
3	714	1525	549 Open as of Feb 28 plus 165 new claims for the month 481 Open as of July 1 plus 1044 new claims thru Mar
4	575	1858	465 Open as of May 31 plu 110 new claims for the month 481 Open as of July 1 plus 1377 new claims thru Jun

Calculation: Workers compensation claims opened in the month and pending at the beginning of the month (pending claims are current open claims, plus closed claims in the month, minus open claims in the month) using claim date as the criteria

Data Source: Pinnacle Risk Management

● **OUTPUTS:** # of claims closed

Actuals FY 2005:		Actuals FY 2006:	
Anticipated FY 2007: 1392		Mid Yr Forecast: 1392	
Projected FY 2008: 1392			
Qrt	Result	YTD	Comments
1	340		
2	295	733	
3	199	932	
4	172	1305	

Calculation: Workers compensation claims closed in the month

Data Source: Pinnacle Risk Management

● **EFFICIENCY:** Average cost per claim closed

Actuals FY 2005:		Actuals FY 2006:	
Anticipated FY 2007: 2820		Mid Yr Forecast: 100	
Projected FY 2008: 2820			
Qrt	Result	YTD	Comments
1	0		
2	9.74	0	
3	25.52	0	
4	35.17	10.73	

Calculation: Cost of the workers compensation activity for the month divided by the number of workers compensation claims closed in the month (Activity cost/Output - auto calculates)

Data Source: Advantage financial system and Pinnacle Risk Management

● **RESULT:** % of claims closed

Actuals FY 2005:			Actuals FY 2006:		
Anticipated FY 2007: 71			Mid Yr Forecast: 60		
Projected FY 2008: 71					
Qrt	Result	YTD	Comments		
1	54				
2	49	0			
3	28	0			
4	30	70			

Calculation: Divide the number of workers compensation claims closed in the month by the number of workers compensation claims opened in the month and pending at the beginning of the month (Output/Demand - auto calculates)

Data Source: Pinnacle Risk Management

Program Name: Environmental Management Program

Program Purpose: The purpose of the Environmental Management Program is to provide environmental technical services to the County so they can minimize or eliminate liabilities.

Key Results: » % reduction/increase in probable environmental liability exposures

Activity Name: Environmental Management Services

Activity Purpose: The purpose of the Environmental Management Services Activity is to provide environmental management services for the County so they can identify and mitigate potential liabilities.

Services that comprise the Activity:

- Environmental remediations
- Property surveys
- Environmental inspections
- Contract review and management
- Environmental training
- Environmental consultations
- Environmental monetary recoveries

Activity Leader: Environmental cons

Performance Measures:

- **DEMAND:** Dollar value of probable County liability exposures at the end of the fiscal year

Actuals FY 2005:	56844690	Actuals FY 2006:	58000000
Anticipated FY 2007:	57000000	Mid Yr Forecast:	57000000
Projected FY 2008:	57000000		
	Annual Result	Comments	

Calculation: The probable County liability exposures figure from the County CAFR

Data Source: CAFR and Annual environmental liability statement

- **OUTPUTS:** Reductions/increase of liabilities (difference from last years to this years probable liability exposure)

Actuals FY 2005:		Actuals FY 2006:	2000000
Anticipated FY 2007:	-1000000	Mid Yr Forecast:	-1000000
Projected FY 2008:	-1000000		
	Annual Result	Comments	

Calculation: The dollars for environmental liability exposures for the last fiscal year minus the dollars for the environmental exposure for this fiscal year

Data Source: Annual environmental liability statement

● **EFFICIENCY:** \$ cost per reduction/increase in probable environmental liability exposures

Actuals FY 2005:		Actuals FY 2006:	0.29	
Anticipated FY 2007:		-0.59	Mid Yr Forecast:	-0.59
Projected FY 2008:		-0.59		
	Annual Result		Comments	

Calculation: Cost of the environmental activity for the fiscal year divided by the dollars of reduced/increased environmental exposure for the current year (Activity cost/Output - auto calculates)

Data Source: Advantage financial system and Annual environmental liability statement

● **RESULT:** % reduction/increase in probable environmental liability exposures

Actuals FY 2005:		Actuals FY 2006:	0.03	
Anticipated FY 2007:		-0.02	Mid Yr Forecast:	-0.02
Projected FY 2008:		-0.02		
	Annual Result		Comments	

Calculation: The reduction/increase in environmental exposures for the fiscal year divided by the dollar value of probable County liability exposures (Output/Demand - auto calculates)

Data Source: Annual environmental liability statement

Program Name: Risk Management Self-Insurance Program

Program Purpose: The purpose of the Risk Management Self-Insurance Program is to provide coverage and liability reduction services to the County so they will have adequate protection of County assets.

Key Results:

- » % of insurance coverage obtained
- » % of County expenditures spent on Risk Management

Activity Name: Trust Fund Administration

Activity Purpose: The purpose of the Trust Fund Administration Activity is to provide oversight of risk management services to the County so they can reduce the cost of risk.

Services that comprise the Activity:

- Contract administration and services
- Contract review
- Insurance procurement
- Insurance certifications
- Reports and projections

- Board of Trustee support services

Activity Leader: Risk Manager

Performance Measures:

- **DEMAND:** Projected insurance coverage needed for the fiscal year (in millions)

Actuals FY 2005:		Actuals FY 2006:	55916393
Anticipated FY 2007:	425	Mid Yr Forecast:	425
Projected FY 2008:	425		
	Annual Result	Comments	
	440		

Calculation: Risk Manager's projection of insurance coverage needed

Data Source: Risk Manager

- **OUTPUTS:** Insurance coverage obtained (in millions)

Actuals FY 2005:		Actuals FY 2006:	405000000
Anticipated FY 2007:	425	Mid Yr Forecast:	425
Projected FY 2008:	425		
	Annual Result	Comments	
	440		

Calculation: Insurance coverage obtained for all lines of business for the fiscal year

Data Source: Insurance policy schedule from Marsh

- **EFFICIENCY:** Average cost per dollar of insurance coverage

Actuals FY 2005:		Actuals FY 2006:	0.01
Anticipated FY 2007:	0.01	Mid Yr Forecast:	0.01
Projected FY 2008:	0.01		
	Annual Result	Comments	
	10154.83		

Calculation: Trust fund administration costs divided by insurance coverage obtained for all lines of business for the fiscal year (Activity cost/Output - auto calculates)

Data Source: Advantage financial system and Insurance policy schedule from Marsh

- **RESULT:** % of County expenditures spent on Risk Management

Actuals FY 2005:		Actuals FY 2006:	
Anticipated FY 2007:	1	Mid Yr Forecast:	1
Projected FY 2008:	1		

	Annual Result	Comments

Calculation: Divide Risk Management's expenditures at the end of the fiscal year by the County's expenditures at the end of the fiscal year to get the cost of risk.

Data Source: Risk Management financial statements and County CAFR

● **RESULT:** % of insurance coverage obtained

Actuals FY 2005:	Actuals FY 2006:	724.3
Anticipated FY 2007: 100	Mid Yr Forecast:	100
Projected FY 2008: 100		
	Annual Result	Comments
	100	

Calculation: Insurance coverage obtained for all lines of business for the fiscal year divided by projected insurance coverage needed (Output/Demand - auto calculates)

Data Source: Risk Manager projections and Insurance policy schedule from Marsh

Program Name: Safety Management Program

Program Purpose: The purpose of the Safety Management Program is to provide safety management services to the County so they can ensure standards compliance and control and/or prevent losses.

Key Results: » % of County employees not injured
» % reduction/increase of County injury incident rate compared to a 3 year average rate

Activity Name: Safety Managment Services

Activity Purpose: The purpose of the Safety Management Services Activity is to provide consultation, technical, and training services to the County so they can ensure standards compliance and control and/or prevent losses.

Services that comprise the Activity:

- Safety contract services
- Safety training sessions
- Safety inspections
- OSHA compliance inspections
- DOT vehicle inspections
- Vehicle/Operator permits
- Reports and records
- CDL examinations/evaluations
- CDL drug and alcohol testing
- Accident investigations
- Emergency responses
- Safety consultations

Activity

Leader: Safety Manager

Performance Measures:

● **DEMAND:** # of County employees

Actuals FY 2005:		Actuals FY 2006:	16607
Anticipated FY 2007:	17706	Mid Yr Forecast:	17305
Projected FY 2008:	17850		
Qrt	Result	YTD	Comments
1	17737		
2	18002	18002	
3	17829	17829	
4	18311	18311	

Calculation: Number of County employees for the end of the month including hospital

Data Source: Human Resources and MCSHCD Human Resources

● **OUTPUTS:** # of County employees not injured

Actuals FY 2005:		Actuals FY 2006:	15533
Anticipated FY 2007:	16700	Mid Yr Forecast:	16716
Projected FY 2008:	16500		
Qrt	Result	YTD	Comments
1	17658		
2	17899	17899	
3	17667	17667	
4	18201	18201	

Calculation: Number of County employees including hospital minus the number of County employees filing a workers' compensation claim in the month

Data Source: Pinnacle Riskmaster

● **EFFICIENCY:** \$ cost per County employee not injured

Actuals FY 2005:		Actuals FY 2006:	36.53
Anticipated FY 2007:	48.5	Mid Yr Forecast:	22.51
Projected FY 2008:	52		
Qrt	Result	YTD	Comments
1	2.44		
2	2.92	8.48	
3	3	9.65	
4	2	8.13	

Calculation: Cost of the safety activity for the month divided by the number of County employees not injured in

the month (Activity cost/Output - auto calculates)

Data Source: Advantage financial system, Pinnacle Riskmaster, Human Resources and MCSHCD Human Resources

● **RESULT:** % of County employees not injured

Actuals FY 2005:		Actuals FY 2006:	93.53
Anticipated FY 2007:	92	Mid Yr Forecast:	96.48
Projected FY 2008:	90		
Qrt	Result	YTD	Comments
1	99.55		
2	99.43	99.43	
3	99.09	99.09	
4	99.4	99.4	

Calculation: Number of County employees not injured in the month divided by the number of County employees including hospital at the end of the month (Output/Demand - auto calculates)

Data Source: Pinnacle Risk Master and Human Resources

● **RESULT:** % reduction/increase of County injury incident rate compared to a 3 year average rate

Actuals FY 2005:		Actuals FY 2006:	-7.68
Anticipated FY 2007:	10	Mid Yr Forecast:	10
Projected FY 2008:	5		
	Annual Result	Comments	
	7.15		

Calculation: Compare injury incident rate for the fiscal year to a 3-year average rate. Injury incident rate = number of injuries x 200,000 / hours of exposure

Data Source: Safety spreadsheet